



US Army Corps  
of Engineers®

HEADQUARTERS  
DIRECTORATE OF CIVIL WORKS &  
DIRECTORATE OF MILITARY PROGRAMS

## ENGINEERING & CONSTRUCTION NEWS

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VOLUME 1 NUMBER 5

MAY 1999

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MAY'S THEME:

# ENFORCE

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### CARL'S NOTES

It was another busy month for Civil Works Engineering and Construction and I want to highlight a few things for you.

I was involved with "dam safety week" here in D.C. in mid-April. I participated in the Interagency Committee on Dam Safety (ICODS) meeting, the annual Joint Meeting with the Association of State Dam Safety Officials (ASDSO), and the National Dam Safety Review Board (NDSRB). I am excited about some of the dam safety initiatives that will be pursued. Our dam safety partner, the Federal Emergency Management Agency (FEMA) has just selected a SES member, Mr. Donald Bathurst, to be in charge of the National Dam Safety Program (NDSP). This opens up a host of new opportunities to proactively raise the visibility and activity level of the NDSP. Mr. Bathurst has also changed the focus of the NDSRB to be the forum for elevating dam safety issues of national importance. I am looking forward to taking over the DOD position on the NDSRB as we pursue this new mission. The overall NDSP efforts will be a boost to the Corps, as most of us support the dam safety community either directly or indirectly. Ultimately, this will have a continuous positive impact on the lives of the citizens of this nation.

Later in April, CECW-E had its second offsite organizational Strategic Planning session at Ft. Belvoir. We identified a number of initiatives that will allow CECW-E to continue to maximize our effectiveness, efficiency, and customer service focus as we move into the next millennium. The discussions included initiatives in the areas of expertise, technology, organizational structure, and customer service, support, and alliances. We want to continue to best provide you with the engineering and construction tools that will help you accomplish your mission and support of our Vision of being the world's premier engineering organization! We will keep you abreast of the changes we will be implementing.

The last week of April, I attended the ENFORCE XXII '99 Conference. This year there were over 1000 registered participants representing all of Army's Engineers. The majority of the USACE portion of the conference was devoted to discussing the status of our Strategic Planning, and discussing MSC Commanders top Ten issues. In addition, the new GO and SES moves were announced. Briefly, the two Focus areas that will be completed by the Senior Leaders Conference (Aug 99) are Outreach and Support to the Army. We also discussed the Performance Measurement system that will replace the CMR. It is expected this new system, focusing more on strategic issues with a more balanced approach to assessing Mission, Client/Customer, Business Practices and Capability & Innovation, will be ready for a test drive beginning FY00. The majority of the top Ten issues revolved around Delegation of Authority, Technical Review in HQ, and HQ structure and process alignment with the field. HQ is

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**CARL'S NOTES (CONTINUED)**

addressing these issues. For the GO and SES changes see the article on moves in the ENFORCE session of these notes.

During FY98 the Office of the Chief of Engineers Value Engineering Study Team (OVEST) completed 42 studies. The studies proposed \$31,968,000 in savings on 21 Military projects with aggregate current working estimate of \$556,996,000, and proposed \$468,108,000 in savings on 21 Civil Works projects with aggregate current working estimate of \$3,052,222,000. The Team offered 14.4% in technically sound proposals to the projects on which they worked, proffering a return on study investment of 193 to 1. For additional see the OVEST web page at <http://www.usace.mil/ovest/> or send e-mail to [martin.a.bandy@sas02.usace.army.mil](mailto:martin.a.bandy@sas02.usace.army.mil).

Finally, Congressman James Oberstar (D, Minnesota), Ranking Member of the House Committee on Transportation and Infrastructure (the Committee responsible for Legislation and Appropriations for the Corps) recently made a glowing tribute to the Corps of Engineers in his remarks in support of HR 1480 (The Water Resources Development Act of 1999). The following is an excerpt from the Congressman's testimony as recorded in the April 29, 1999 Congressional Record: (House). I urge you to use his words as a springboard for the continued good works that we do in the public service.

**Madam Chairman, I would like to take this opportunity to pay tribute to the organization frequently mentioned in debate here but almost never discussed, the U.S. Army Corps of Engineers. It celebrates its 224th birthday this year. It is the Nation's oldest, largest, and most experienced government organization in the area of water and related land engineering matters. It has provided extraordinary, competent, lifesaving, economic development enhancing service to this country for two and a quarter centuries.**

**Little is it known that the Corps of Engineers, among its many responsibilities, had jurisdiction over Yellowstone Park. The Corps managed Yellowstone for 30 years. And Lieutenant Dan Kingman of the Corps, later to become Chief of Engineers, wrote:**

**The plan of development which I have submitted is given upon the supposition and in the earnest hope that it will be preserved as nearly as may be as the hand of nature left it, a source of pleasure to all who visit and a source of wealth to no one.**

**A few years later, John Muir, founder of the Sierra Club, said:**

**The best service in forest protection, almost the only efficient service, is that rendered by the military. For many years, they have guarded the great Yellowstone Park, and now they are guarding Yosemite. They found it a desert as far as underbrush, grass and flowers are concerned. But, in 2 years, the skin of the mountains is healthy again, blessings on Uncle Sam's soldiers, as they have done the job well, and every pine tree is waving its arms for joy.**

The full extend of Congressman Oberstar's remarks can be found in the Congressional Record starting on page H2484. An electronic copy of the Congressional Record can be found on the Internet at <http://thomas.loc.gov/>.

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## DWIGHT'S NOTES

The theme of this issue of "Engineering and Construction" is ENFORCE. ENFORCE stands for the Engineer Force of the United States Army. The Army's engineer force includes the combat engineers (active duty, reserves, and National Guard), Directors of Public Works, and our MACOM, the U.S. Army Corps of Engineers, collectively known as the Engineer Regiment. ENFORCE XXI is the standing initiative to prepare the Army's engineers to be a vital part of FORCE XXI, the Army of the early Twenty-First Century. You are member of the Engineer Regiment. You are an important part of FORCE XXI.

I look forward to the annual ENFORCE conference, held at Ft. Leonard Wood, home of the Army's Engineer School. ENFORCE helps me appreciate who we are, who I am: "A vital part of the Army". Being in the midst of a thousand soldiers can do that to you.

August will mark my 31<sup>st</sup> year with the U.S. Army Corps of Engineers. Even after three decades "in the Army", though, each day brings new significance to me regarding the importance of the Army. My five Cold War years in Europe, as part of the Europe Division, taught me "up close and personal" why America needs a strong Army. Today's threats, while not as concentrated as it was then, continue to challenge our nation's security. Today's Army is deployed throughout the world, to meet these threats, as is the Army's Engineer Regiment, and the Corps, a vital part of the team.

The Army's FORCE XXI mission is to fight and win wars, restore and maintain the peace in operations other than wars, and to help build strong democracies throughout the world. It is abundantly clear that our Army needs the assets of our U.S. Army Corps of Engineers now more than ever; all the assets. The Army needs our military construction capability to sustain itself CONUS and OCONUS. The Army needs our inland waterway system as part of its mobilization infrastructure. The Army needs our operations expertise to help maintain its installations. The Army needs the technology that our laboratories develop and our centers of expertise institutionalize. The Army needs our disaster response capability and culture as it deploys during contingencies. And the Army needs our real estate and contracting expertise everywhere it goes. Not the least, the Army needs the private sector capability that the Corps brings to the front.

I encourage you to learn more about our Army. Whether or not you are involved with our military construction or installation support missions, you are involved with the Army. Please take advantage of opportunities to visit Army installations, to attend Army conferences, ceremonies, and training. Learn the Army Story and tell the Army Story. Doing so will renew your purpose and keep you fulfilled.

The role I play in the Army's mission, in its success, becomes clearer each time I attend ENFORCE. It's become a pilgrimage. I wish you all had this opportunity. Please log onto the web to learn more about what happened out in the woods at the ENFORCE XXI Conference. Think about the contributions that you are making to our Army's FORCE XXI. Discover what further contributions you can make and commit to them. You are a vital part of the Army. Essayons!

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# ENFORCE

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## ENFORCE XXI-99 CONFERENCE

LTG Ballard attended the annual series of ENFORCE conferences in Ft. Leonard Wood, Missouri from 26 April through 1 May 1999. His purpose was to meet, interact, and influence the entire leadership of the Corps of Engineers. Significant attendees included: USACE Division, District, and Lab Commanders; Engineer Brigade / Battalion Commanders and Command Sergeant Majors; Directors of Public Works; MACOM Engineers; all USACE general officers and senior executive service civilians; and senior staff from HQUSACE and USAECFLW.

On Tuesday, 27 April, LTG Ballard gave a short, 20-minute welcoming speech to the assembled USACE Leaders, DPW's, and MACOM Engineers. In addition to the welcome, he stressed unity and the importance of spending the week productively - exchanging ideas and solving problems. Major speech topics included: market leadership in the Information Age; knowledge management; and the challenges associated with running installations. Following his speech, HON Sandy Apgar, ASA(I&E) and MG VanAntwerp gave two briefings focusing on the "State of Installations". In the afternoon, LTG

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## ENFORCE XXI-99 CONFERENCE (CONTINUED)

Ballard met with MACOM Engineers and the DPW's during a brown bag lunch session and engaged in an extended question & answer period. He then listened to a USACE Leader session in which the "Top 10" recommended changes to the Corps' Business Processes were discussed. At the end of the day, LTG Ballard heard from and spoke to a panel of Air Force and Army customers.

On Wednesday, 28 April, the major conference events were a State of the Branch brief by MG Flowers, ENFORCE breakout sessions, a Barbecue Dinner, and an Engineer Twilight Tattoo performed at night by the 1<sup>st</sup> Engr Bde, U.S. Army Engineer Center. LTG Ballard had three separate breakout sessions. In the morning, he met with the GO's & SES's and received a backbrief on the Strategic Management Plan. He then met with the SES's and GO's for a brown bag lunch and from 1530-1700, he received the District Commanders' "Report to the Chief". At each of these sessions, LTG Ballard made a few short remarks addressing issues of concern to the group and then engaged in an extensive question & answer period.

Subject areas covered with the GO's, SES's, and District commanders were:

- Management of plants and industrial operations
- Resource Management Boards
- Property Accountability
- Installation Support Offices
- CFO Compliance
- Small Business Utilization
- Area / Resident Engineers
- A-76
- Project Management

On Thursday, 29 April, ENFORCE participants were invited to a Basic Training graduation, an Army Engineer Association Luncheon, and listened to several Joint Engineer presentations. At the luncheon, LTG Ballard gave a short speech in which he told the Regiment that they still could do better in recruiting and advancing the health and welfare of the Association. In particular, LTG Ballard felt that the potential for an increased number of Battalion and District chapters had yet to be tapped. Worthy of significant note, AEA has had a few problems with member renewals. Later in the afternoon, LTG Ballard met with the AEA sustaining members, thanked them for their support of the organization and answered questions from the floor.

On Friday, 30 April, the major ENFORCE event was LTG Ballard's "State of the Regiment" address. In this presentation, LTG Ballard discussed "yesterday's" Army and "yesterdays" Regiment, today's Army and Regiment, and the challenges for tomorrow. The website at <http://www.usace.army.mil/strategic> contains a link to LTG Ballard's ENFORCE presentations.

Other events during Friday included the dedication of a tree to LTG (ret.) Vald Heiberg, the 46<sup>th</sup> Chief of Engineers, and a memorialization ceremony in honor of the late COL (ret.) Robert Morris. Conference attendees also heard guest speeches by GEN Abrams, CG, TRADOC, and MG Warr, Deputy Chief of Engineers for Reserve Components.

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## ENFORCE XXI-99 CONFERENCE (CONTINUED)

The final event for ENFORCE was the Regimental Dinner that night at the Davidson Fitness Center. Itschner, Sturgis, and Grizzly awards were presented to deserving units and individuals in the active Army, Reserves, and National Guard. The HON Ike Skelton (D-MO), 4<sup>th</sup> Congressional District, was awarded the 11<sup>th</sup> Gold DeFleury medal for a lifetime of exceptional service and achievement to the Regiment and the Nation.

On Saturday, 1 May, LTG Ballard attended and then spoke at the dedication of a new distinguished visitors' building which was named in honor of Congressman Ike Skelton.

*POC: LTC RICK POLO, CECPG, 202-761-8953*

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### HOW ENGINEERING AND CONSTRUCTION IS ORGANIZED

Corps policy provides for District's to organize their functions to meet the demands of their mission. At HQUSACE, both the Military Programs and Civil Works Directorates have organized their engineering and construction functions into Engineering and Construction Divisions. At the District level there are a number of different organizational structures ranging from stand alone Engineering and Construction Divisions to Technical Services Divisions that include all functions except for Project Management and the administrative offices. The following list shows the different structure of engineering and construction functions at the District level.

For Engineering the organizational structural breakdown is as follows:

<u>Organizational Structural</u>	<u>Number</u>	<u>Percent</u>
Engineering (only)	22	54%
Engineering and Construction	8	19%
Engineering and Construction Plus additional functions (such as Planning, or Operations)	4	10%
Engineering Plus additional functions (such as Planning, or Operations but not Construction)	7	17%
TOTAL	41	100%

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For Construction the organizational structural breakdown is as follows:

<u>Organizational Structural</u>	<u>Number</u>	<u>Percent</u>
Construction (only)	12	29%
Engineering and Construction	8	19%
Engineering and Construction Plus additional functions (such as Planning, or Operations)	4	10%
Construction Plus additional functions (such as Operations, but not Engineering)	17	42%
TOTAL	41	100%

*POC: CHARLES PEARRE, CECW-EP, 202-761-4531*

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## GENERAL OFFICER AND SENIOR EXECUTIVE SERVICE MOVES

A number of General Officer and Senior Executive Service moves and assignments were announced at ENFORCE XXI-99. The effective dates of some of the moves have not been established.

The General Officer assignments that were announced are as follows:

- MG Russell L. Fuhrman, from Director of Civil Works, to Deputy Chief of Engineers/Deputy Commander, Office of the Chief of Engineers, Washington, DC;
- MG Jerry L. Sinn, from Commanding General, United States Army Engineer Division, North Atlantic, Brooklyn, New York to Director of the Army Budget, Office of the Assistant Secretary of the Army (Financial Management & Comptroller), Washington, DC;
- BG Hans A. Van Winkle, from Commanding General, United States Army Engineer Division, Lakes and River, Cincinnati, Ohio to Director of Civil Works, Office of the Chief of Engineers, United States Army, Washington, DC;
- BG Robert H. Griffin, from Commanding General, United States Army Engineer Northwestern Division, Portland, Oregon to Commanding General, United States Army Engineer Division, Lakes and River, Cincinnati, Ohio;
- BG Carl A. Strock, from Commanding General, United States Army Engineer Division, Pacific Ocean, Fort Shafter, Hawaii to Commanding General, United States Army Engineer Northwestern Division, Portland, Oregon; and
- COL (P) Maynard S. Rhoades, from Deputy Commanding General/Assistant Commandant, United States Army Engineer Center and Fort Leonard Wood, Fort Leonard Wood, Missouri to Commanding General, United States Army Engineer Division, North Atlantic, Brooklyn, New York.

The Senior Executive Service moves that were announced are as follows:

- Steve Stockton from Director of Engineering and Technical Services, South Pacific Division, to Director of Project and Program Management, South Pacific Division;
- Bill Dawson from Director of Project and Program Management, South Pacific Division to Director of Engineering and Technical Services, Southwestern Division; and
- Rusty Postlewait from Director of Engineering and Technical Services, South Atlantic Division to Director of Engineering and Technical Services, South Pacific Division.

*POC: CHARLES PEARRE, CECW-EP, 202-761-4531*

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## Update

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### **DEFENSE AND STATES AGREEMENT TEAM NAMED RECIPIENT OF HAMMER AWARD**

The Defense and State Memorandum of Agreement (DSMOA) program is being honored for its promotion of new and more efficient standards. Representatives from each of the services in the Department of Defense, representatives from nine states, and - Tetra Tech EMI, Inc., a contractor, developed a new guidance document entitled *Working Together to Achieve Cleanup: A Guide to the Cooperative Agreement Process*. As a result of their achievements, this team will receive the Hammer Award at ceremonies in the Pentagon on the morning of May 20, 1999. Mr. Moreley Winograd, Senior Advisor at the National Performance Review, for Vice President Gore will present the award.

This guide made the application process consistent throughout all participating states and territories. As a result, the DOD components have, for the first time, 1) a national agreement with the state stakeholders on what environmental sites will be addressed, 2) the time frame for cleanup, 3) the anticipated oversight costs from the states linked to the Federal budget process, 4) clearly defined roles and responsibilities for each DOD component as well as for each state in mutually developing, evaluating, and processing documentation, and 5) a cooperative process to expedite the environmental cleanup at all sites while assuring compliance with all state laws and regulations.

Forty-eight states and territories currently participate in the Defense/State Memorandum of Agreement/Cooperative Agreement (DSMOA/CA). These states are partners with the Army, Navy, Air Force and Defense Logistics Agency and together they facilitate the clean-up process in the environmental programs at various DOD bases.

The Hammer Award is given to Federal teams who contribute significantly to the Administration's National Performance Review principles. These principles call for putting the customer first, cutting red tape, empowering employees and getting back to basics.

*POC: JEFFREY SMITH, CEMP-RI, 202-761-4903*

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### **INSTALLATION A-E CONTRACTING AUTHORITY**

In accordance with Army policy, USACE has historically been responsible for providing A-E contracting services to Army installations. Recently, however, some Army MACOM's have sought or received deviations for direct A-E contracting authority for installation-funded projects (not MILCON, which is an assigned Corps mission). Specifically:

- In July 1997, HQDA granted TRADOC permanent A-E contracting authority after completion of a two-year test period. So far, HQ TRADOC has only delegated this authority to a few installations that have the requisite workload and expertise.
- In January 1998, Commander, Industrial Operations Command (IOC), AMC, signed a waiver under the Reinvention Laboratory program authorizing IOC installations to contract for A-E services for a two-year period. (IOC includes depots, arsenals and ammunition plants.)

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## INSTALLATION A-E CONTRACTING AUTHORITY (CONTINUED)

- In April 1999, HQDA authorized FORSCOM to conduct a two-year test of direct A-E contracting at Fort Dix and Fort Carson.

- In January 1999, MEDCOM requested a waiver to procure A-E services. HQUSACE formally opposed this waiver, but we don't know the final HQDA disposition of MEDCOM's request.

This trend suggests that some installations are not satisfied with some aspects of our A-E contracting support. They believe that they can procure and administer A-E contracts more efficiently and responsively. This is a disturbing trend. Of course, it means a loss of work for the Corps. But, more importantly, A-E contracting is one of our core competencies, and we should be able to provide the best services to the Army in this area.

We recently sent a survey to the primary military districts to get a current picture of our A-E contracting support to Army installations. We also asked the districts to identify improvements that could reverse the trend for MACOM's to seek direct A-E contracting authority. Next month's newsletter will summarize the survey findings.

We encourage you to take a hard look at the A-E contracting service you are providing to your Army customers. Consider the following questions, which are similar to those, included in the survey:

*- How long does it take your district to procure an indefinite delivery contract for an installation? To process a task order for an installation? What do you charge for these services?*

*- Have you streamlined these processes? Do you add value in the review and issuance of task orders that is commensurate with the time and cost involved?*

*- Do you get regular feedback from your military customers regarding your A-E contracting support? Do you know if they are really satisfied with your service?*

*- Do you appoint ordering officers for task orders at the installations? Have you ever considering appointing an Area or Resident Engineer as an ordering officer?*

The message from our customers is clear: reduce the cost and time of our A-E contracting support. We must positively react to this customer message or lose an important area of work. More on this subject in next month's issue.

*POC: DON EVICK, CEMP-EC, 202-761-1053*

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### CERS IS STILL ALIVE

The Design Construction Evaluation process, which has been an institution at HQUSACE for the last twenty years, has come to a close. With the Divisions becoming Regional Business Centers the responsibility for evaluating the effectiveness of their districts implementation of quality process and procedures has been left squarely on their shoulders. While this may come as a relief to many in the field it also creates problems as the Construction Evaluation Retrieval System (CERS) data base will not be getting as much up-to-date information. The CERS is the source of the majority of lessons learned (DCAFS and CODE FORUM) which are distributed to the field organizations in an attempt to

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## CERS IS STILL ALIVE (CONTINUED)

make us a better, more cost effective organization. It is hoped that the Divisions will be collecting the same type of information as the HQUSACE teams did and we would like to be given copies of it so that the CERS system can be kept up to date. Sharing lessons learned Corps wide is one of the ways that we can improve our value to the customer. These lessons learned are available in the CERS system. The CERS database is available through the Internet at the following address: <http://www.webpax.hq.usace.army.mil/cers>. Access to the database is password protected. You can obtain your districts passwords from your district QA folks. Like all Internet sites sometimes we have a hard time keeping it available but we are working on the reliability of it.

This move has enhanced the search capability which will now allow immediate retrieval of any card or cards meeting up to three variables. This means that you find all cards which were written by district (1), specification section (2), and were design cards (3) or any other combination which interests you. Each MSC and district will be allowed "read only" capability. They will be able to access the full cards for their district but will be able to only view the modified cards, without location and district designations, for all other districts.

If you have any questions or problems accessing the database please contact the POC listed below.

*POC: TERRY WILFORD, CEMP-EC, 202-761-8652*

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## CORPS OF ENGINEERS NAMES FIRST CHIEF ARCHITECT

The Headquarters U.S. Army Corps of Engineers (USACE) recently named Mr. Lawrence P. Delaney, AIA, as the first Chief Architect in the history of the USACE. The announcement was made by Mr. William A. Brown, P.E., HAIA, Deputy Director of Military Programs at the USACE Joint Engineering, Environmental and Construction Conference held in St Louis, MO, 22-26 March 1999.

Prior to his new assignment Mr. Delaney was Chief, Architecture & Project Direction for the USACE Medical Facilities Office. In his new position he will serve as the Chief Architect of the USACE, within the Military Programs Directorate, Engineering and Construction Division. He will serve as an advisor to the Chief of Engineers, Military Programs Director and Major Subordinate Command (MSC) Commanders on technical issues concerning national and international architecture, interior design, landscape architecture, design, and construction. Mr. Delaney will also provide national leadership for the USACE regarding architecture, design and construction quality, and innovation and will represent the interests of the 300 plus architects in the USACE, as well as the Interior Designers and Landscape Architects. He will be responsible for the development, oversight and implementation of broad national and international architectural design quality objectives and architectural design and construction quality policy, and instructions for a broad range of military and other governmental facilities. Mr. Delaney will represent the USACE on national committees, and organizations, such as the AIA.

Mr. Delaney's previous professional experience includes positions with the Naval Facilities Engineering Command, Marine Corps Combat Development Command, and the Naval Surface Weapons Center. Mr. Delaney began his architecture career in 1969 in the office of Mr. Herman G. Pietrolungo, AIA, Ebensburg, PA.

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## CORPS OF ENGINEERS NAMES FIRST CHIEF ARCHITECT (CONTINUED)

Mr. Delaney is a Registered Architect in the Commonwealths of Virginia and Pennsylvania and is certified by the National Council of Architectural Registration Boards (NCARB). He is also a member of the American Institute of Architects (AIA), a member of the Federal Agency Liaison Group, and is the designated USACE liaison to the AIA.

Mr. Delaney's wife, Mary Ann, is also employed by HQ USACE as a Program Analyst, in the Army Branch, Programs Management Division. They reside in Fredericksburg, Virginia.

Mr. Delaney may be contacted as follows: Mr. Lawrence P. Delaney, AIA, Chief Architect, HQ USACE, 20 Massachusetts Avenue, NW, Wash., DC 20314-1000. His telephone numbers are 202-761-1545 and FAX 202-761-0243. His e-mail address is [lawrence.p.delaney@uasce.army.mil](mailto:lawrence.p.delaney@uasce.army.mil).

*POC: LAWRENCE DELANEY, CEMP-EM, 202-761-1545*

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## SAN FRANCISCO DISTRICT VACANCIES

South Pacific Division has announced two GS-15 vacancies in the San Francisco District. Both announcements are open until 4 June 1999. The first position is a Program Manager, GS-0340-15, to be the Deputy District Engineer for Project Management (Announcement Number GB99-215). The second position is a Supervisory Interdisciplinary position as the Director of Engineering and Technical Services for the District (Announcement Number GB99-216). The job series included under this announcement are Supervisory Social Scientist, GS-0101-15; Supervisory Biological Scientist, GS-0401-15; Supervisory Civil Engineer, GS-0810-15; and Supervisory Physical Scientist, GS-1301-15. For more information on the positions individuals can telephone the Division at (415) 977-5310 or obtain a copy of the announcements from the Internet at <http://cpol.army.mil/>.

*POC: CHARLES PEARRE, CECW-EP, 202-761-4531*

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## REGISTRY OF CONSULTANTS

Please ensure widest dissemination of this announcement within your organization. The database development for the Registry of Consultants is underway and it will be ready for Corps-wide deployment by the end of December 1999. A PowerPoint slide presentation that describes the implementation plan can be found at [http://www.hq.usace.army.mil/cemp/e/et/cemp\\_et.htm](http://www.hq.usace.army.mil/cemp/e/et/cemp_et.htm).

*POC: RAY NAVIDI, CECW-ET, 202-761-0223*

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## *Technical*

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### TRAINEE BARRACKS STANDARD DESIGN UPDATE

In March 1999, we reported that the development of standard design package for the Basic Combat Trainee (BCT) barracks complex, suitable for safe and secure gender-integrated training environment required by the current DA policy, is underway. The design package is now distributed for final review and has already been briefed to LTG Bolt, DCG-TRADOC, and the installation commanders of Ft. Knox (MG Flowers), Ft. Leonard Wood (MG Harmeyer), and Ft. Jackson (MG Van Alstyne). Commanders of Ft. Benning (MG Ernst) and Ft Sill (MG Baxter) will be briefed soon. All of them

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## TRAINEE BARRACKS STANDARD DESIGN UPDATE (CONTINUED)

commended the design, which will house 1200 trainees plus 100 NCO's / officers and cost approximately \$51 million using FY00 unit price based on the parametric estimate.

The BCT complex (approximately 31,000m<sup>2</sup> / 330,000sf) contains housing, administrative and other support functions, organic to the training mission and needs of the 21st century BCT battalion, and is modeled after the neighborhood planning concept utilized for Unaccompanied Enlisted Personnel Housing (UEPH) standard design. Under the leadership of the Center of Standardization Tulsa District, the "virtual" design team, comprised of designers from Tulsa, Norfolk, Louisville Districts, and Huntsville Engineering and Support Center, has accomplished the task within an incredible tight schedule of five months to satisfy the OACSIM established milestone dates.

The overall Trainee Barracks replacement budget is anticipated to be \$300+ million MILCON program with at least one new facility each in five DA basic training posts over the next 2-5 years. Currently, DD 1391s for two BCT barracks each Ft. Leonard Wood and Ft. Jackson are being reviewed as potential FY02 MILCON projects. If interested in checking out this design, please contact the POC listed below.

*POC: AMI GHOSH, CEMP-ET, 202-761-8603*

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## TWO NEW WEB PAGES ON-LINE

The Computer-Aided Structural Engineering (CASE) Project recently went on-line with its home page located at <http://www.wes.army.mil/ITL/casehome/>. CASE was first funded in FY 1978 to provide an organized and cost-effective approach for development of computer programs that would reflect Corps of Engineers (COE) criteria and be suitable for use in designing large civil works structures. The CASE project has been very successful over the years because it has been responsive to the needs of the District offices and has utilized the expertise available within the COE to initiate, develop, and test computer programs.

This Web page currently presents an overview of the CASE project, including accomplishments and benefits, as well as lists of computer programs currently being supported, available publications, and active Task Groups and their membership. Future developments will include a site where the CASE computer programs can be downloaded.

A second Web page of interest to field activities was posted by the Innovations for Navigation Projects (INP) Research Program. This page can be found at <http://www.wes.army.mil/SL/INP/inp.htm/>. The main purpose of this page is to provide for rapid technology transfer of the developments occurring in the INP Research Program. This page is an excellent vehicle to keep all interested parties abreast of the activities and initiatives taking place as well as providing points of contact for the program. Here you will find descriptions of on-going research as well as the latest developments, products, and schedules. The INP Research Program is in its second year of existence. Researchers are working with District teams involved in navigation improvement projects where the innovative techniques will be utilized to reduce the cost of constructing these projects.

*POC: BRUCE RILEY, CECW-ET, 202-761-8597*

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## UPDATING NWS TECHNICAL PAPER 40

The National Weather Service Office of Hydrology (NWS/OH) has initiated the updating of Technical Paper 40, the Rainfall Frequency Atlas of the United States, much to the satisfaction of all practicing hydraulic engineers and hydrologists across the United States. TP 40, as the atlas is customarily known, is used to estimate the amount (depth) of rainfall that will occur for a given duration and a given annual chance of exceedance, i.e., x-inch depth over a y-hour period occurring with a z-percent annual chance of exceedance, for any location in the country. Such data are used to develop hydrographs for small watersheds when sizing culverts and detention basins, determining interior drainage requirements for levee-protected areas, designing, permitting and regulating wetlands, designing emergency streambank protection projects, and a wide variety of other hydraulic and hydrologic engineering uses.

The new information will be contained in a new publication by the NWS/OH that will be titled, *National Oceanic and Atmospheric Administration (NOAA) Atlas 14*. The new atlas will be comprised of several volumes, each covering a specific region of the United States. Volume 1 will cover the so-called "desert southwest" and will include the area encompassing southern Arizona, Nevada, New Mexico, Utah, and Southeastern California. NOAA Atlas 14, Volume 1, is expected to be published this year.

NOAA Atlas 14, Volume 2, will encompass the states in the Ohio River basin. The Corps requested that the NWS/OH direct their second round of work in this region and is funding more than fifty percent of the effort through our Cooperative Hydrometeorological Studies Program. The rest is being contributed jointly by the states, the Ohio River Basin Commission, the Tennessee Valley Authority, the U.S. Bureau of Reclamation, and NWS/OH. The Ohio River Basin Commission coordinated the contribution of state funds. NWS/OH is in the second year of a three-year effort to produce Volume 2. A panel of Federal experts in hydraulic engineering and hydrology will be assembled in late June to review the results of the initial statistical analyses of the rainfall-duration data before NWS/OH advances to the final analyses and publication. Several Corps experts will serve on this review panel.

The Corps has requested that the NWS/OH move the third round of work in the New England region of the U.S. and has budgeted the funds with which to do so. As there is no regional commission to act as coordinator for state funding in that region it is anticipated that the New England District will fill that role. Preliminary discussions have been held between CECW-EH and CENAE-EP staffs to plan the process. It is anticipated that work on Volume 3 will commence in autumn at the start of FY 2000.

Questions about this project may be directed to Mr. Richard DiBuono, P.E., manager, Hydrometeorological Studies Program, by telephone at 202-761-8511 or by e-mail (dick.dibuono@usace.army.mil).

**POC: RICHARD DiBUONO, CECW-EHT, 202-761-8511**

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## CORROSION PROTECTION ON HYDRAULIC STRUCTURES

It was once conservatively estimated that approximately 10% of steel produced in the United States each year was used to replace the existing steel structures that had corroded. The Corps of Engineers owns and operates many civil works facilities with large steel structures such as miter and tainter gates. Corrosion is a major concern in the operation and maintenance of these facilities. A protective coating is normally used as the first line of defense against corrosion. A properly selected and applied coating

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## CORROSION PROTECTION ON HYDRAULIC STRUCTURES (CONTINUED)

retards the interaction between a structure and its surroundings and reduces the corrosion rate. The performance of a coating system depends on proper selection of the paint formula based on the operational and environmental requirements. It also depends on an adequate surface preparation, good coating application, and quality control. A PROSPECT course on painting hydraulic structures is offered annually at CERL to cover all these topics and more. The Corps Engineer Manuals EM 1110-2-3400 and EM 1110-2-3401 provide guidance on paintings and thermal sprayed coatings for civil works structures. The Corps guide specifications CEGS-09965 and CEGS-09971 are available for the preparation of project specifications. Project costs and schedule could be impacted by the existence of lead-based paints if it is not properly investigated and included in the work. A recent major rehabilitation work at one of the Corps hydropower plants had a cost over run of more than \$11 M due to the removal of lead-based paint.

The Paint Technology Center (PTC) at CERL has recently been certified to provide field assistance under the ER 1110-1-8156: Corps-Wide Centers of Expertise Program. The Center personnel have detailed knowledge regarding paints and coatings for use on unique civil works structures. Their assistance includes coating selection, surface preparation techniques and requirements, application equipment, inspection, failure analysis, environmental compliance, and more. Visit the Center's web site at <http://www.cecer.army.mil/> for more information about the center's services.

A cathodic protection system (CPS) has often been used to supplement the primary defense against corrosion provided by the coating system. The CPS mitigates corrosion at the "holidays" (defects) that exist in most coating systems and extends the life of both the coating and structure. A CPS may employ either sacrificial anodes or an impressed current system. The system renders the protected structures cathodic relative to the anodes and stops the corrosion process at the structure. A Corps PROSPECT course on CPS for hydraulic structures is offered annually at CERL. The Engineer Manual EM 1110-2-2704 provides guidance on cathodic protection systems for civil work hydraulic structures. The guide specification CWGS-16643 can be used for the preparation of CPS for civil works projects.

Research and Development (R&D) work on corrosion control are funded annually under the high performance materials and systems (HPM&S) program for the purpose of providing tools and technology to the field. The latest examples are a newly published EM on thermal sprayed coating and a set of video tapes made available for the field on all aspects of paint applications, inspection, and quality control. Tapes are available from Mr. Al Beitelman at the PTC (217-373-7237). Current R&D work includes testing and valuation of several paint systems including alkyd primer/alkyd topcoat, moisture cure polyurethane, impact/abrasion resistant coatings, and overcoating of lead-based paint. A work unit on low maintenance remote monitored CPS will have a couple of field-tests this FY. This system will allow engineers to monitor and adjust CPS as needed from a central location. We would like to learn more about your corrosion problems. Please leave me a voice or E-mail message.

*POC: ANDY WU, CECW-ET, 202-761-8614*

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*Information*

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## CORPS ACTIVITIES PREVENT \$13.7 BILLION IN FLOOD DAMAGES IN FY1998

U.S. Army Corps of Engineer flood control projects and emergency activities prevented an estimated \$13.7 billion worth of flood damages during fiscal year 1998. The total values of the damages prevented were below the ten-year average of \$21.0 billion and also, well below the FY 97 record of \$45.5 billion.

In its annual report to Congress, the Corps said that the monetary value of the prevented damages was less than normal because of drought conditions from New Mexico to Florida. The good news is that there were fewer floods in FY98 than normal and therefore less damage occurred. However, the Corps still produced major benefits to the nation by preventing 84% of the amount of the potential flood damages in FY98.

In five major areas of the Nation the amounts of flood damages that were prevented were higher than normal, they are Florida, Puerto Rico, California, Rhode Island and Michigan.

The full report, complete with tables and figures, is available on the Internet at:

<http://www.usace.army.mil/inet/functions/cw/>. It can also be reached from the Corps Home Page by clicking on Organization, Civil Works, Engineering, and 1998 Flood Damage Reduction.

(David Wingerd, CECW-EH)

POC: DAVID WINGERD, CECW-EH, 202-761-8502

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### CORPS PROFESSIONALS TO BE HONORED BY DOD FOR VALUE ENGINEERING/VALUE MANAGEMENT

**Dr. Jacques Gansler, Under Secretary of Defense (Acquisition & Technology)** will deliver the keynote address, and present the 1999 Department of Defense Value Engineering Achievement Awards at the Pentagon on 25 May 1999. For the **first time in the history of these awards, there will be Corps Civil Works award recipients, and for the first time in history, the Corps will receive more than one award** at this prestigious ceremony. The following will be honored for Value Engineering/Value Management efforts:

**Mr. Fred Pozzuto, Pittsburgh District, Great Lakes and Ohio River Division** will be honored in the Individual Category for successfully guiding a Value Engineering/Value Management team focusing on environmental restoration and infrastructure. His efforts on the Forest Hills, PA Wastewater Treatment Plant design will result in improved effluent water quality, will reduce potential for fish and aquatic life kill, will create a safer working environment at the plant, and will document over a million dollars in construction cost avoidance.

**Mr. Frank Vicidomina, New Orleans District, Mississippi Valley Division** will be honored as the top Army Value Engineering Professional for his professional, innovative leadership of Value Engineering/Value Management. His VE/VM work on the Southeast Louisiana Flood Control Project demonstrated how many of the requirements normally done by a Civil Works Feasibility Study, might be done via VE/VM, and reduce time to construction. His work is known for reducing construction time, reducing construction problems, increasing reliability; and is expected to result in over \$23 million in cost savings and avoidance between 1998 and 2000.

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**CORPS PROFESSIONALS TO BE HONORED BY DOD FOR VALUE ENGINEERING/VALUE MANAGEMENT (CONTINUED)**

**Mr. Earl Wilson, Fort Worth District, Southwestern Division** will be honored in the Special Category for his outstanding efforts within Value Engineering/Value Management. His VE/VM efforts over the past three years have already resulted in over \$9.1 million in documented cost savings and avoidance. The proposals from two of his studies will were instrumental in the upgrade of approximately 500 additional Barracks rooms than originally possible, without increased funding requirements, while offering more options to Installation Commanders.

Once again, the **Corps is being recognized for excellent management** of inherently government functions. **Congratulations to the three award recipients, and kudos to the Commanders of the three Major Subordinate Commands, the three District Commanders, and all within the three Districts** who helped ensure these recognized successes.

*POC: MICHAEL HOLT, CEMP-EV, 202-761-8738*

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**VALUE-BASED PROJECT DELIVERY**

There has been much interest and discussion lately among our industry design partners on the subject of value-based project delivery. With the expanding use of design-build contracting there is growing concern among architects and engineers that professional service to their clients may suffer as a result of an increased, and in some opinions unhealthy, focus on cost and schedule.

On Federal contracts, because of bonding requirements and the mandate that a prime contractor self-perform a certain amount of the actual construction work, most A-E firms find themselves working in a subcontractor role on design-build projects. Some of the concerns expressed include the high cost to compete, an increase in professional liability, and a loss of control and identity. Our challenge is to assure that the solicitation and contractual requirements include appropriate value-based or quality provisions that govern how the design-builder is selected and performs as an integrated project provider. These quality factors include past performance, technical excellence, management capability, personnel qualifications and prior related experience. The design professional is a vital player in any project delivery method whether it be design-bid-build or design-build. Qualifications drive the selection of the designer in both methods. A design-build offer or with a weak design team should not get selected if we do our job and weigh and evaluate the design qualifications appropriately in our selection process. In all project delivery methods the designer's role is essentially the same - to ensure technical integrity.

What are some things we can do to improve our use of design-build? Increased use of the two-phase method builds value into our final selection because the first phase is essentially quality based. Additionally, improving requests for proposals (RFP's) to simplify proposal submissions, provide clear requirements, promote early exchanges with industry to solicit feedback and assure that the designer is a full partner on the design-build team all contribute to improved project delivery.

The industry is changing, as owners increasingly demand single source delivery responsibility and we will see more designer/constructor alliances. We need to be good partners in the process in order to provide the best value to our customers.

*POC: ROBERT GORDON, CEMP-EC, 202-761-8745*

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## CORPS SEARCHES FOR/FINDS SAVINGS FOR SHIPPING INDUSTRY

Congratulations to the New Orleans District and the Mississippi Valley Division for a major Value Engineering success. New Orleans District applied Value Engineering to the Utility Relocations, Mississippi River Gulf Outlet - New Lock and Connecting Channels, Orleans Parish, Louisiana, project. The acceptance of a proposal to consolidate crossing corridors will reduce the number of channel crossings from 3 to 2, will save/avoid approximately \$6 million in first costs, and will reduce required lock closure time (estimated to save/avoid over \$3.5 million in marine traffic delay costs).

POC: MICHAEL HOLT, CEMP-EV, 202-761-8738

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## *Training*

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### CONSTRUCTION INDUSTRY INSTITUTE (CII) CONTINUING EDUCATION PROGRAM

The CII offers two separate one-week continuing education courses, taught at three universities, i.e. Arizona State University, Clemson University, and The University of Texas at Austin. Cost of each course is \$1500. Course 1 is titled Pre-Project Planning and includes training on team building, design effectiveness, project constructability, and scope definition and control. Course 2 is titled Construction Management and includes training on schedule optimization, construction planning, materials management, and zero injury techniques. Particulars of the courses can be found at the CII website, <http://construction-institute.org/>. In addition the CII offers educational modules which are stand-alone training packages. The education modules include an instructor set to teach the module material and a participant handbook. The education modules cover a variety of related subjects, which are listed on the CII website. We encourage our design and construction engineers to consider taking these courses as part of their individual development program. The point of contact for the CII courses is Robert Ryan at (512) 232-3012, e-mail: [r.ryan@mail.utexas.sdu](mailto:r.ryan@mail.utexas.sdu).

POC: MOHAN SINGH, 202-761-0211

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### UPCOMING GIS TRAINING

The first class of the Tri-Service Spatial Data Standards (TSSDS) Implementation Workshop will be held at the Tri-Service Center, Vicksburg, Mississippi June 22 - 25, 1999. This workshop will provide training in the implementation of the Tri-Service Spatial Data Standards (TSSDS) using commercially available Geographic Information System (GIS) and relational database software. ESRI ArcView and Intergraph GeoMedia will be the GIS software used in the workshop. The cost for the workshop is \$500. For additional information and to register go to <http://tsc.wes.army.mil/headlines/classes/ClassRegistration/default.asp>. On 30 April 1999, 15 spaces still available in the class of 36.

Session 9902 of the GPS to GIS Overview Workshop will be taught at the Waterways Experiment Station—Information Technology Laboratory 17-19 September 1999. The course covers GPS principals and applications; absolute and differential modes; survey applications and procedures, data collection, reduction and analysis, CADD/GIS data base development using the Tri-Service Spatial Data Standards (TSSDS) and will include the TSSDS Implementation to GPS/GIS. The cost for the workshop is \$1285. To register for the course you must have a completed 1556 and fax it to

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## UPCOMING GIS TRAINING (CONTINUED)

(256) 895-7469. For further information contact Diane Hollingshead at (256) 895-7449 or e-mail her at the following address [Diane.Hollingshead@HND01.usace.army.mil](mailto:Diane.Hollingshead@HND01.usace.army.mil).

POC: JEAN MCGUINN, CEMP-EE, 202-761-1052

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### SAFETY AND HEALTH HTRW ANNUAL REFRESHER INTERNET BASED COURSE

The Department of Labor (Occupational Safety and Health Administration (OSHA)) requires that all personnel performing onsite activities at known or suspected HTRW sites be trained in accordance with OSHA 29 CFR 1910.120 and 29 CFR 1926.65 (Hazardous Waste Operations and Emergency Response (HAZWOPER)). This mandatory training includes an initial 40-hour HAZWOPER Course and an 8-hour annual refresher. The annual refresher has been offered through the USACE PROSPECT training program as the "Safety and Health for Hazardous Waste Sites - 8 Hour Refresher" (766 Exportable video-based/facilitated). Until now going to an 8-hour class was the only way to satisfy the refresher training requirement.

In order to reduce costs and minimize time away from the job site, the HQUSACE Safety and Occupational Health Office (CESO), after thorough evaluation, determined that a web-based 8-hour refresher could be used as a viable alternative to the exportable video-based training. Consequently, CESO developed web-based training criteria for the 8-hour refresher course and submitted it to OSHA for review. A positive response was received from OSHA, which led to the development of the web-based 8-hour annual refresher course. The course was developed by Solutions to Environmental Problems (STEP), Inc., at Oakridge, TN with assistance from USACE personnel during development and Beta testing. With this course an employee can complete the refresher at their own pace using their desktop workstation. The cost of the new web-based course is \$95.00 student.

More details on course prerequisites and registration are available in Construction Bulletin, Number 99-1, which is available on the Internet at <http://www.hq.usace.army.mil/cemp/C/CEMP-C.HTM>. For additional information concerning the web-based course or to register for the course, contact the Training Administrator at e-mail address: [cehr-wbt@usace.army.mil](mailto:cehr-wbt@usace.army.mil).

POC: CONNIE DEWITTE, CESO-ZA, 202-761-8518.

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## Meetings and Conferences

### DEPARTMENT OF THE ARMY (DA) FACILITIES STANDARDIZATION PROGRAM

A meeting is scheduled for 8 July 1999 at HQ FORSCOM with HQUSACE and HQ FORSCOM to discuss their potential program in Tactical Equipment Maintenance Facilities (TEMF). FORSCOM anticipates increased funding in TEMF upon completion of the UEPH upgrade program. Focus will be on how the standard was developed, its features, its relation to maintenance policy, and how the Facilities Planning System (FPS) is used by installation master planners to size facilities accurately. The FORSCOM Engineer also requested a briefing by ISD on Summary Master Plans. DA DCSLOG representative will also attend.

A meeting is scheduled for 19 May 1999 at Norfolk District with HQUSACE, OACSIM, Norfolk District and the Army Center of Excellence, Subsistence (ACES) to discuss revisions to the DA standard design for dining facilities. The revisions will include additional circulation space for the

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## DEPARTMENT OF THE ARMY (DA) FACILITIES STANDARDIZATION PROGRAM (CONTINUED)

self-serving areas (to create a food court feeding concept / a la carte), dry and cold storage space, point of sales (cashier stations) and destination food stations. According to ACES, these initiatives will meet the Army feeding mission for FS 2000, bring the Army food service program into the 21st century and on an equal footing with the commercial industry.

POC: MR. AL YOUNG, CEMP-ET, 202-761-0435

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# Partnering

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## REGIONAL PARTNERING

Initially conceived as a Regional Construction Roundtable, a forum for sharing information, between the Corps of Engineers and the Associated General Contractors of America (AGC), this conference is now providing the impetus for forming a regional (Corps – Contractor) partnership.

In August 1997, the Ohio River Division and North Central Division realigned forming the Great Lakes and Ohio River Division (CELRD). This conference provided the first opportunity for two new regional offices to start building a relationship. This initial conference allowed construction personnel from the Corps, general construction contractors and the marine industry an additional avenue to discuss items that benefit all parties. Held at the Draw Bridge Inn at Ft. Mitchell, Ky., the one-day conference attracted participants from AGC Chapters in Indiana, Ohio, Kentucky, Tennessee, Pennsylvania and West Virginia.

Topics presented and discussed during the initial roundtable included partnering successes between the Corps and the AGC, division restructuring, our future construction programs, electronic bids, contracting alternatives, construction quality management, safety, the Olmsted Lock and Dam project, minority contracting and partnering-- a contractors perspective. Participants then gathered for a question and answer period that surfaced several issues for further research and follow on reporting. During the open discussion period, many comments for meeting annually, for increasing contractor participation and for added value and success of future meetings were offered.

Many lessons learned from the first conference were adopted and implemented at the second Regional Construction Roundtable held in November 1998. To name a few: a) the meeting date was changed to October-December time frame; b) the initial mailing was followed by a refined agenda; c) the announcement of the conference was made four months in advance; d) we advertised in Commerce Business Daily (CBD); e) repeated requests for contractor input for topics of interest; f) lengthened the meeting to a two-day conference; and e) included the Division Commander as well as District Commanders to brief their programs.

Using numerous communications and advertisement means i.e. CBD, e-mail, contracting division's mailing lists, support from Division's area and resident engineers, the second conference turned out to be even more successful than the first. Though there were many challenges, we attracted participants from the Associated Builders and Contractors (ABC), various AGC Chapters, representatives from the Great Lakes marine industry, independent small business concerns, firms with environmental specialties, SAME and ASCE members, one vendor and two A/E firms. All eleven states within LRD

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## REGIONAL PARTNERING (CONTINUED)

mission boundaries were represented and contractors came from as far as Idaho and Florida. From our perspective there is definite need for having such meetings and exemplifies the contractors wanting to do business with the government.

Small business firms identified during conference generated so much enthusiasm that another, separate, one-day conference strictly focused on small business concerns was held on short notice with all contracting divisions represented and fully engaging the small business community. They are anxious to become informed especially about new initiatives such as information technology transfers (EBS, CBD, CCR, EFT and RMS) currently in use by the Corps.

This second Regional Construction Roundtable brought together 47 contractors performing work for the Military, Civil, Environmental Restoration, and Work for Others programs as well as 25 Corps personnel including Division and District Commanders, engineering, construction, contracting, planning and program management. Goals outlined for this conference were the following: 1) to inform the construction industry of CELRD's construction program, advertising and potential award dates; 2) to solicit input on new initiatives for improving business processes and thus customer service; and 3) begin the partnering process with friends in the construction industry.

For improving the odds in achieving the third goal, a professional partnering consultant was brought in. Two significant outcomes were the forming of teams to research mutually agreed issues and the development of a partnering agreement to charter our future. Construction roundtable members have received the team research issues and the drafted partnering agreement. It is anticipated that at our next event, the teams will report out on their issues and attendees will sign a Regional Partnering Agreement solidifying a professional relationship and taking us to the next level.

Construction roundtable members are looking forward to the next annual conference being held at Chicago and hosted by Great Lakes Regional Office in November 1999. The contractors have a better understand how we schedule contract awards, and received information on the latest contracting initiatives of the Corps. They now have a better appreciation for Corps processes and programs. Similarly, the Corps personnel better understand the contracting issues of the contractors and their own processes. From this network, a trusting relationships emanates that allows us to compare efficiencies, to seek continuous improvements and keeps our corporate thinking attuned. Finally, we believe that other Divisions should also consider this initiative-- the results will undoubtedly improve our capabilities.

*POC: RICK ALVAREZ, CELRD-ET-COP, 513-684-7261*

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## USACE PARTICIPATES IN ANNUAL FEDERAL AGENCY LIAISON GROUP MEETING

The 1999 American Institute of Architects (AIA) Federal Agency Liaison Group (FALG) Annual Meeting was held at AIA headquarters in Washington, DC 29-30 March 1999. The FALG was formed to provide a forum to discuss areas of mutual interest and concern between federal design and construction agencies, member firms of the AIA, and AIA senior staff.

The AIA hosted 17 private A-E firms represented by senior level practitioners, and federal agency staff, including representatives from NAVFAC, GSA, USPS, USACE and the Department of Veterans Affairs.

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## USACE PARTICIPATES IN ANNUAL FEDERAL AGENCY LIAISON GROUP MEETING (CONTINUED)

Mr. John Tice, AIA, Chairman of the FALG, opened the meeting by welcoming the attendees and outlining the events agenda. USACE participants provided presentations and responded to questions on the following topics: USACE Design and Construction Program; USACE Initiatives; Small Business Issues; and the USACE A-E Contracting Program. Representing USACE were Mr. William A. Brown, P.E., HAIA, Deputy Director of Military Programs, Mr. Lawrence P. Delaney, AIA, Chief Architect of USACE, Mr. Bernard E. Ford, Director of the USACE Small Business Office, Mr. Donald R. Evick, P.E., and Mr. Mark Grammer, P.E. from the USACE Construction Policy Branch, and Mr. Ami Ghosh from the USACE Design Policy Branch.

Attendees pledged to continue to work together, and to use this year's meeting as a springboard to resolve outstanding issues. The AIA indicated a renewed emphasis on "inclusiveness" with the goal of embracing all members of the architectural profession, including public sector architects, creating relevance and exploring a new membership opportunities.

The event culminated with a dinner on the evening of 30 March, which was attended by MG Milton Hunter, Director of Military Programs.

*POC: LAWRENCE DELANEY, CEMP-EM, 202-761-1545*

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